VALUE STATEMENTS:
A BEDROCK FOUNDATION FOR AN ORGANIZATIONAL CONSTITUTION

EXECUTIVE LEADERSHIP

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ABSTRACT

The United States Constitution provided a framework that enabled Americans to face a depression and several World Wars. Value statements provide a similar organizational constitutional framework (Amuso and Giblin, 1997). What an organization stands for, what it believes in, and what guides its behavior and decision-making are concisely articulated in its value statements (Walter, 1995). Value statements delineate an organization's view point on issues by driving a stake in the ground (Strickland and Thompson, 1996), stipulating how it will handle its business affairs (Welch, 1997).

The problem this research project addressed was the fact that the Glendale Fire Department (GFD), in its 87-year history, has never developed written value statements to concisely expound on the actual values of the organization. The purpose of this research was to develop value statements for each of the 13 actual values that were determined by an organizational values audit conducted in 1998. A literature review, survey, and focus group were the primary procedures utilized in the study that employed action and evaluative research methodologies to answer the following research questions:

1.   What are value statements?

2.   What is the impact of value statements on an organization?

3.   What methodologies did similarly sized and geographically adjacent fire departments utilize to develop organizational value statements?

The results of this study produced value statements for each of the 13 values that GFD members indicated, in a values audit in 1998, were being measured up to and encouraged within the organization.

Recommendations to institutionalize value statements into the organization's culture include consolidating them into a brochure and mailing to each organizational member, incorporating value statements into the GFD's performance appraisal system to provide clarity on behavioral dimensions, including value statements in company and chief officer leadership classes, and utilizing value statements as a firefighter recruitment tool.

TABLE OF CONTENTS

PAGE

INTRODUCTION

Values are clearly what makes an organization distinctive from another (Cuneo, 1997). Dion (1996) remarks that more and more the preferred method of managing people, equipment, and financial affairs is through the process of shaping organizational values. Furthermore, Peters and Waterman (1982), in their publication *In Search of Excellence*, discovered that excellent organizations take the concept of value molding seriously. They concluded that clearly illustrating the cardinal values of an organization and breathing life into them is the most significant contribution a leader can make (Peters and Waterman, 1982).

Harrison and St. John (1994) allege that the initial step in the creation of an effective value system is researching those values and behaviors that an organization believes are critical and essential. Strickland and Thompson (1996) assert that once organizational values have been identified, they must be institutionalized through the development of value statements.

The problem this research project addresses is the fact that the Glendale Fire Department (GFD), in its 87-year history, has never developed written value statements to precisely articulate the actual values of the organization. Eadies' (1995) writings support this endeavor by stating that an organization's most cherished beliefs, assumptions, and principles pertaining to its culture are contained in organizational value statements.

The purpose of this research is to develop value statements for each of the 13 actual values that were determined by an organizational values audit conducted in 1998. The objective of generating value statements is to clearly portray the values that make the GFD distinctive from other fire service organizations. Strickland and Thompson (1996, p. 303) declared, "Value statements serve as a cornerstone for culture-building." This study utilized action and evaluative research methodologies to answer the following research questions:

1.   What are value statements?

2.   What is the impact of value statements on an organization?

3.   What methodologies did similarly sized and geographically adjacent fire departments utilize to develop organizational value statements?

BACKGROUND AND SIGNIFICANCE

The City of Glendale (COG), Arizona, encompasses 58 square miles and lies in the heart of the Valley of the Sun. Glendale, with 204,035 residents, is the State's fourth largest municipality by population (Linda Renner, personal communication; COG Planning Department, October 18, 1999). The Arizona Republic (1997) also reported that the COG, which is predominantly a bedroom community located northwest of Phoenix, is the country's 16th most rapidly growing incorporated community.

The GFD employs 168 sworn firefighters and non-sworn civilian employees and administers a 12.2 million-dollar operating budget to provide emergency and non-emergency services to the community (Sandy Van Winkle; Budget Analyst, personal communication; November 24, 1999). The fire chief's executive team is composed of two assistant fire chiefs, seven battalion chiefs, an administrative captain, the fire marshal, budget analyst, and one administrative aid. The administrative divisions of labor within the department include emergency medical services (EMS), financial resources, fire prevention, operations and community relations, personnel and safety, training, resource management, and special operations which includes the emergency operations center, hazardous materials, and technical rescue.

The GFD staffs one command vehicle, eight advanced life support (ALS) engine companies, one basic life support (BLS) ladder truck, and it maintains seven fire stations. In 1998, the GFD responded to 22,169 requests for service (Jim Gibson, Battalion Chief, personal communications, October 11, 1999).

Furthermore, the GFD cooperates with 16 other Valley of the Sun municipal fire departments in an automatic-aid agreement (Jim Arbagey, Division Chief, Phoenix Fire Department, personal communications; September 1, 1999). The essence of this agreement is that, irrespective of the political boundaries, the closest appropriate emergency units to an emergency request for service is dispatched (*Automatic Aid Agreement*, 1997). The COG taxpayers reap the benefits of the automatic aid system by saving roughly 28 million dollars in one-time expenses for administrative facilities and fire stations and approximately 2.9 million tax dollars a year personnel costs (1999-2008 *Capital Improvement Plan,* 1998).

In 1998 budget discussions, the fire chief was charged by the COG city manager to generate a strategic plan to address the issues confronting the fire department as it enters into the 21st Century. As a result, the fire chief convened his administrative staff and union executive team members to form a strategic planning team and, consequently, tasked the team with the responsibility of developing a five-year plan for the organization.

In light of the fact that organizational values are truly a significant component of a strategic planning process, the fire chief directed his administrative staff to conduct an organizational values audit. The literature relating to strategic planning procedures supports the fire chief's directive. Pfeiffer, Goodstein, and Nolan (1989) propose that a values audit is the most reliable methodology in determining the actual values of an organization. Furthermore, Bryson (1988) states that in order for strategic plans to be successful, it is essential that organizational values are compatible with strategic planning projects.

The study results of the GFD's values audit (Austerman, 1998) were presented at the annual administrative staff and union executive team retreat in February of 1999. As part of that presentation, this researcher recommended that the cut-off mark in determining which values were being measured up to and encouraged within the organization be set at 70 percent. That recommendation is congruent with the literature written on the subject of values (Bullock, 1997) and is also consistent with a natural nine-percentage point break in the studies data which occurred between 61 and 70 percent (Austerman, 1998). Collectively, staff and the union

executive-team agreed to accept the 70 percent cut-off recommendation. Consequently, the study results revealed that the organization indicated there are 13 values that are being measured up to and encouraged within the GFD. Both administrative staff and union leadership, at a subsequent administrative staff meeting, formally accepted the 13 values (See Appendix A.).

In an effort to communicate the results of the values audit to the entire organization, germane portions of the introduction, background and significance, literature review, results, discussion, and recommendations sections of the study (Austerman, 1998) were posted in each fire station communications log book.

At an ensuing meeting, the fire chief directed his administrative staff to develop value statements for each of the 13 organizational values. Again, the literature substantiates the fire chief's mandate to create organizational value statements. Amuso and Giblin (1997) proclaim there is a direct correlation between healthy cultures and written organizational values. Welch (1997) expounds that they [value statements] are essentially a set of principles, or an organization's constitution, which specifies how an organization will handle its business affairs.

Furthermore, the fire chief announced that he wanted the GFD membership to be intricately involved with the creation of the organizational value statements. The fire chief's announcement was in concert with the primary recommendation listed in the 1998 values audit (Austerman, 1998).

In addition to the fire chief's directive, there are several additional reasons why the creation of organizational value statements can be a valuable asset for the GFD. One reason is the projected population growth rate of 1.6 percent in the COG from the year 2000 to 2010. This will result in approximately 240,000 residents living in the COG by the year 2010 (Maricopa Association of Governments, 1995). Additionally, the populace has not only grown substantially from 135,000 to over 200,000 residents since 1985, but the construction of personal residences and businesses have extended dramatically in the western and northern sections of the COG.

The number of GFD personnel has increased considerably in response to the COG population growth. In 1985, 80 GFD firefighters provided emergency and non-emergency services to the community on four engine companies, one ladder truck, and a command vehicle. Due to a 120 percent increase in the requests for services since 1985, the department has worked diligently to maintain service levels by adding four additional engine companies, three since 1994. The consequence of the COG's population increase is clearly illustrated by the fact the department has hired 91 firefighters, 66 since 1994, in the past 11 years (Vicki Di Camillo; GFD Management Aid, personal communication; September 7, 1999). Furthermore, only 11 of the 91 firefighters hired were hired to replace retiring members.

The GFD strategic planning team has identified, as a solution to the anticipated increase in calls for service, five additional fire stations that need to be constructed in the western and northern portions of the COG by 2010. Those stations will provide living quarters for the 75 additional firefighters that need to be hired to staff the recommended additional five ALS engine companies, one BLS ladder company, and an emergency response battalion chief. The planning team is adamant that these additional resources are essential to keep pace with the anticipated

increase in requests for services by 2010. The 75 added firefighters would increase the size of the GFD from 153 sworn members to approximately 228 members by 2010.

With the anticipation of hiring approximately 75 extra firefighters by 2010, value statements can significantly enhance the GFD's firefighter recruitment and selection process. Value statements can be an effective tool to assist oral board members in their decision-making processes by providing a basis for developing character and value-revealing oral board questions to aid in the selection of only those applicants whose values are congruent with the values of the GFD.

Additionally, GFD representatives may also utilize value statements to market the organization via departmental brochures at high school and college career days and as an aid in minority recruitment efforts. Value statements can also be utilized as a filtering device for civilians aspiring to become a Glendale Firefighter. They will allow applicants to look deep into the culture of the organization and assess for themselves if they have what it takes to become a member of the GFD.

Berenbeim (1995) writes that utilizing value statements in this manner is in line with leading organizations who are increasingly expecting employee decisions to reflect the values, principles, and beliefs of the organization. To satisfy this expectation, organizations are developing value statements which are a concise expressiveness of the dominant values that an organization believes are critical in maintaining a high level of performance.

Table 1
GFD Organizational Personnel Transformation

	1999	By 2004	By 2010
New firefighters projected for additional five fire stations	0	45	75
Members with 25 years of service	12	39	53
Percentage of organization retiring with 25 years of service	08%	20%	23%
Percent of projected organizational personnel transformation	08%	42%	56%

The second reason it is prudent to develop value statements is the GFD's anticipated organizational personnel transformation. Currently, the GFD employs 153 sworn personnel (Vicki Di Camillo; GFD Management Aid, personal communication; September 7, 1999). By the year 2004, the composition of the department is going to begin experiencing a significant organizational personnel metamorphosis. Table 1 illustrates the projected GFD personnel transformation by 2010. This organizational transformation is based on the number of additional firefighters needed to be hired and the foreseeable retirement of sworn members with 25 years of service.

Public Safety Personnel Retirement System (1996) grants firefighters the ability to retire with 20 years of service at 50 percent of their compensation, regardless of age. The percentage

of retirement benefits escalates 2-1/2 percent a year to a maximum payout of 80 percent with 32 years of service. Retirement benefit payout is determined by the highest average total benefit compensation of any 36 consecutive months of service. As a result, a significant number of line firefighting personnel are beginning to retire with on an average of approximately 25 years of service. By 2010, 53 members will have 25 or more years of service.

Organizations in other industries have experienced the devastating impact of organizational personnel transformation without a stabilizing mechanism such as value statements. One such example was the demise of Peoples Express Airlines whose growth outdistanced their ability to hire and socialize new employees with the distinctive values of their organization. As a result, the nation's fifth largest air carrier became the victim of a hostile take over 5 years later (Senge, 1994).

The development of value statements will augment the GFD's organizational socialization process. This process transpires when new members are selected into an organization based on the fact that the new members' personal values are in line with the actual values of the organization. The selection of new members is conducted by incumbent members who embody the values of the organization (Pfeiffer, Goodstein, and Nolan, 1986). Dion (1996) concurs and inscribes that organizational members sharing the same set of values is a major motivational component and vital to being part of the organization.

The third reason it is essential to create value statements is the potentially significant impact that may occur in the organization's leadership by 2004. Within this timeframe, the fire chief, both assistant chiefs, all 7 battalion chiefs, and 14 of 33 captains all will have 25 or more years of service and may begin to retire or accept positions in other fire departments. This will create a major shift in personnel holding positions of leadership within the department.

Effective value statements will provide another tool to assist in the socialization and expectation process that is vital in the leadership development of members who are aspiring to positions of greater responsibility and authority. Value statements can be extensively utilized in training courses and promotional selection processes for fire captains and chief officers. This is particularly significant for the position of chief officer because of the scope of decision making and widespread impact on the entire organization. Amuso and Giblin (1997) reinforce this concept by stating that individuals who achieve organizational goals, without compromising the values that characterize the organization, must be recognized by the organization's promotional and compensation systems. Furthermore, members must not be allowed to succeed within the organization if they violate organizational values.

The fourth reason it is vital to create value statements is a shift in the organizational "how-to" leadership within the department. The first official act of the fire chief, upon assuming the reins in 1996, was to flatten the configuration of his administrative structure by instituting a modified work schedule known as the "Madison plan." The rationale for the reorganization was two-fold: One, all COG department heads are under pressure by the city's elected officials to become more productive with current resources. Two, to provide qualified battalion chiefs an opportunity to function and gain experience at higher levels in the organization. This restructuring resulted in one assistant fire chief and all seven battalion chiefs switching to a 48-

hour work week. This modified work schedule is composed of one 24-hour shift as an emergency responder every 6 days and three 8-hour administrative staff days, attending to divisional responsibilities.

Additionally, each chief officer was also assigned a specific fire station for a 2-year period in what is referred to as the "station chief" concept. Chief officers are responsible to insure that quarterly company training and administrative objectives are completed and that the buildings and grounds, apparatus, and equipment at their assigned fire station are maintained. Chief officers accomplish these responsibilities through the captains on each of the three shifts.

Due to the reorganization, each shift no longer has an individually assigned shift commander. As a result, company officers are having to assume the leadership role of "this is how we do things in this organization." Currently, both private and public organizations are flattening organizational hierarchies as employees are being empowered in the performance of their jobs (Gaebler and Osborne, 1992). Stewart (1996a, p. 3) explains that, "The only way to a lead a flat, empowered organization is through values." The net result is the boss, in this case the emergency responder, is not there anymore to look over shoulders all the time. In light of these facts, it is logical to define organizational culture through the development of organizational values and value statements (Stewart, 1996b). Ledford, Strahley, and Wendenhof (1995) points out that the author of *Theory Z* (1981) states that even in the absence of managers employees can accomplish shared goals by coordinating their actions.

Moreover, value statements assist those in leadership positions by defining values of work habits, quality of work, safety, and customer service. Navran (1997) stated that principles that designate a stipulated standard of behavior are instituted within value statements. Decisions and behavior are evaluated against this standard to determine if they are congruent with organizational and employee standards. Dion's (1996) view is that value statements can serve to bring additional insight to standardized performance appraisals as a means of holding members of the organization accountable for their attitudes and performance.

In conclusion, "Leaders are bridges that connect people to the future" (Beckhard, Goldsmith, and Hesselbein, 1996, p. 187). It is paramount that the GFD maintains its distinctiveness and continuity in organizational values through the upcoming period of organizational transformation. Strickland and Thompson (1996) believe that after conducting a values audit, the next step in creating a strong values system, and thereby transforming a good organization into an excellent one (Van Sant, 1995) is the creation of organizational value statements. Value statements will drive a stake in the ground to characterize what the GFD stands for, what principles it believes, and what determines organizational behavior, and thereby providing the rudder to enable the GFD to effectively navigate into the next century.

This applied research paper is clearly linked to the National Fire Academy's *Executive Leadership* course. The subject matter of values is contained in Unit 7: Assessing Organizational Culture. "In strong cultures, shared beliefs and values are clearly ordered…" (National Fire Academy, 1999, *Executive Leadership* Student Manual (SM) p. 7-5).

LITERATURE REVIEW

The first step in initiating a study into the subject matter of value statements is to ascertain a functional definition of the term. *Webster's New World Dictionary* defines values as "Social principles, goals, or standards held or accepted by an individual, class, society, etc." (Neufedlt, 1991, p. 1474). *Merriam-Webster's Collegiate Dictionary* (1998, p. 1148) defines statement as "A report of facts or opinions, declaration or remark; assertion." Therefore, value statements explain how an organization attends to its internal business affairs, how it achieves its work product, and how it maintains its rapport with its clientele. In short, how an organization does business is encapsulated in its value statements (Pfeiffer et al., 1989).

However, as a preliminary step before catapulting into the topic of value statements, it is imperative to establish a working definition for the term values. Pfeiffer et al. (1986, p. 147) states, "A value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence." Lebow and Simon (1997) contend that values are filtering devices to be utilized as beacons or standards that augment the decision-making process in determining an appropriate solution as opposed to a written-in-stone formula or procedure that results in an exact answer. Cuneo (1997) adds the purpose of values is to invigorate and motivate individuals to a higher level of performance as opposed to a simply list of do's and don'ts. Cuneo also declares that, "They are the basis of attitudes and personal preferences which are enduring, stable characteristics within people that form the foundation for making the critical decisions in life" (Austerman, 1998). Covey maintains that values are "What is important to us, the worth and priority we place on things.…We can reconsider and change or adjust our values" (Covey and Gulledge, 1992, p. 2).

Organizationally, values have far-reaching implications. The values of the organization are at the heart of the majority of organizational decisions (Pfeiffer et al., 1986). They are the enduring organizational beliefs that clearly makes organizations unique from one another (Cuneo, 1997). Pfeiffer et al. (1986) ascribes that an organization's belief or value system governs the norms or standards for activity. Values are the intrinsic elements or principles that define an organization. Values are not what the organization does (Howe, 1997), but rather they characterize "the way we do things around here" (Gardner, Rachlin, and Sweeney, 1986). Furthermore, Harrison and St. John (1994) assert that the right types of values creates the necessary organizational trust for a productive and adaptable environment by attracting the type of individuals who sincerely desires to work for that particular organization.

Organizational values represent a management philosophy, a conceptual foundation for governing an organization (Amuso and Giblin, 1997). Organizations realize that employees who have a clear understanding of organizational values often benefit from value-based codes when confronted with critical ethical decisions. More and more the knowledgeable worker, not the manager, is making the most critical ethical decisions (Berenbeim, 1995). Levi Strauss CEO Robert Haas states: "Values provide a common language for aligning leadership and its people" (Amuso and Giblin, 1997, p. 15).

Additionally, research has shown that one of the factors in organizations that have been successful over a long period of time is that they are guided by a set of core ideologies or values. These values, which remain relatively stable for long periods of time, serve to motivate individuals throughout the organization by creating a sense of purpose beyond making money (Amuso and Giblin, 1997). Furthermore, Ponemon (1997), asserts that Stanford University researchers Collins and Porras wrote in their findings *Built to Last: Successful Habits of Visionary Companies* (1997), that successful organizations are focused less on the bottom line and more and more on their organizational values. Since 1926, the 18 companies studied, with an average organizational age of almost 100 years, out performed the market by a factor of 15.

Additionally, Thomas Watson Jr., of IBM states:

I firmly believe that any organization, in order to survive and achieve success must have a sound set of beliefs on which it premises all its policies and actions. Next, I believe the most important single factor in corporate success is faithful adherence to those beliefs. And finally, I believe if an organization is to meet the challenge of a changing world, it must be prepared to change everything about itself except those beliefs as it moves through corporate life (Peters and Waterman, 1982, p. 280).

Value Statements

The United States Constitution provided a framework from which Americans were able to survive The Great Depression, The Civil War, and several World Wars. Value statements provide a similar framework to organizations (Amuso and Giblin, 1997). They are essentially a set of principles, or an organizational constitution, which specifies how an organization will conduct its business (Welch, 1997). The adherence to principles reflected in value statements is the foundation for self-governance and the capability for autonomous activity (Berenbeim, 1995).

Ledford et al. (1995) declares that two of the best seller management books written in the early 1980's, *In Search of Excellence* and *Theory Z*, birthed the management practice of developing organizational philosophy or value statements. Specific statements of value otherwise referred to as credos or sets of principles, philosophy, vision, aspiration, value, or mission statements, have been fabricated by 60 percent of large U.S. corporations.

Georgetown University professor, Thomas Donaldson, writes that over 50 percent of the value statements in effect today have been written since 1990. Additionally, value statements have been generated by more than 80 percent of the Fortune 500 Companies (Walter, 1995). Additionally, approximately 80 percent of the companies who have adopted value statements have done so in the past 10 years, half within the past 5 years. However, Murphy (1995) asserts that value statements have also been in place for over 20 years in 20 percent of large organizations.

Principles that outline a required standard of conduct are embodied in value statements. Decisions and behavior are evaluated against this standard to determine if they are congruent with organizational and employee standards (Navran, 1997). Clearly understood, value statements establish a standard by which members can hold one another accountable (Dion, 1996).

Informal word of mouth and tradition are also powerful tools to provide socialization and influence to facilitate the shaping and maintaining of organizational values and culture (Strickland and Thompson, 1996). Ledford et al. (1995) also agrees that rituals, stories, and myths symbolize and bolster many aspects of organizational life.

However, written value statements have the advantage of explicitly stating what is expected and serves as a benchmark for judging organizational actions and individual conduct. They impale a stake in the ground to illustrate an organizational assertion on particular issues (Strickland and Thompson, 1996). The writing down of organizational values is oftentimes the missing key to making those values come alive, values that can be used daily and guide behavior in the workplace (Lebow and Simon, 1997). Stewart (1996a) believes that faced with a choice or dilemma, an effective value statement gives people a way to decide, every day.

The impact of value statements are two fold: one, employees are entrusted with a set of values; two, they empower the lowest level of the organization to take action as long as the action is not inconsistent with organizational principles and philosophy (Berenbeim, 1995).

Ledford et al., (1995) remarks that there are three additional potential advantages of organizational value statements: One, they provide a signpost for decision-making and conduct. The nature of values defines what the activities and results "should be." Second, they articulate the organization's culture. Defining organizational culture assists employees to arrive at shared goals and expectations. Third, they motivate and inspire members to a sense of commitment that may contribute to improving organizational performance.

Value Statement Developmental Methodologies

Identifying the values of the organization is critical in implementing a values-related program. Value statements must be specific to the organization (Ledford et al., 1995) and be able to be applied to active everyday life (Lebow and Simon, 1997). The members in the organization need to be able to say, "This defines us." Value statements should be able to "grab the soul of each member" (Ledford et al.). They must be words to live by. Value statements should be limited in number, powerful in verbiage, and clear-cut (Karger, 1991). In order to incite voluntary actions and guide the preferences for a given behavior, value [statements] must be salient and certain (Dion, 1996). The simpler the better (Bankston, 1997).

Conversely, researchers have uncovered the fact that many organizational value statements are ineffective because they do not have the intended effect. They don't inspire people's guts and motivate them to strive to a higher level. For example, "to make adequate profit" is like saying mankind's loftiest achievement is to breathe adequately (Ledford et al., 1995). Fagiano (1995) concurs and states that value statements are a waste of time if the only

attention they receive is to be printed on letterheads and organizational literature or to be hung in offices in glass frames to be dusted annually.

Lebow and Simon (1997) add that value statements should consist of five attributes. One, they must be connected to organizational achievement. Two, they should impact organizational accomplishments. Three, they should solicit for something that can be allocated to one individual or group who will put the value into motion. Four, they must be measurable in relationship to how the organization is seen in comparison to other organizations. Five, they must inspire members and require an increased level of effort, expertise, or character. Embellish the language, if value statements do not invigorate, goad, or provoke an increase in productivity.

Walter (1995) submits that the following criteria is critical in the development of effective value statements:

- The language must be timeless; into the next century.

- No sports metaphor or catchy management phrases should be included.

- High impact words and action verbs should be used.

- Text should be short enough to be memorable, long enough to be specific.

- Generic statements that could apply to any industry need to be avoided.

Who or what group develops the value statements depends on the organization's management style. Some experts believe that an organization should develop a value statement adoption process where employees identify their own values and prioritize them. The potential byproduct of this methodology is an increase in morale and productivity (Walter, 1995). Employees are more likely to have a sense of ownership of a values program when they are allowed to participate in the development and implementation of the values and value statements (Welch, 1997).

Other experts insist that the development of value statements should be the role of top management exclusively. It is a leadership tool. The only employee input necessary is to determine if the employee understands the language and objectives of the statements, not that the employee agrees with them. Because the language system is critical, it may be prudent to conduct a focus group to determine if the employees understand the objectives, not that they like or agree with them (Walter, 1995).

Walter (1995) writes that there is no definitive methodology to develop the language of value statements. Bankston (1997) declares that some researchers assert that to insure that value statements truly reflect the values of an organization, it is prudent policy to start from scratch as opposed to re-wording the phraseology of value statements created by other organizations. On the other hand, Walter (1995) advises that the most effective approach to developing value statements is taking long time standing value statements and rewording the verbiage with widespread employee input.

Irrespective of the method utilized, an organization's position on each value should be stated in a sentence or brief phase. They may be a paragraph in length and contain four or five simple ideas (Walter, 1995). The methodology utilized to accomplish this task may be an individual, a focus group or committee of two to three members, or a management team session. Once a draft copy of the value statements is completed, it should be presented to the CEO and/or management team for final review and agreement. Ideally, no more than eight to ten values should be drafted (Morrisey, 1996).

Ledford et al. (1995) states when institutionalizing value statements in an organization, the most critical component of realizing an organizational philosophy is the linkage between value statements and the system governing behavior. This should be incorporated into all major human resource systems that govern the behavior of members. In order for value statements to be taken seriously, career success must be founded on organizational values. The linkage between behaviors and germane organizational philosophy must be reflected on performance appraisals, promotional and hiring processes, work design, organizational structure, and labor relations.

SUMMARY

The literature review was central to this study. It provided definitions, significance, how-to methodologies, perspective, and other fundamental background information. Additionally, it discussed issues related to the topic of values in general and specifically the meaningfulness of developing organizational value statements. Moreover, it provided the inspiration to complete what was viewed organizationally as an unchampioned administrative project.

The specific case of how the literature review impacted the study was the recording of Johnson and Johnson (J&J) Corporation's example of an unwavering commitment to a set of values or value statements during a worldwide event appropriately labeled the "Tylenol crisis." It was J&J's faithful adherence to their *Credo* that resulted in successful organizational decision making which provided the inspiration and enthusiasm to drive this project. The willingness on the part of J&J management to adhere to their values galvanized this researcher's resolve and eased an overriding fear that the development of value statements would be viewed similarly to works of other well-intended members of organizations that Fagiano (1995) alluded to.

Jim Burke CEO J&J stated,

I passionately believe that the whole process [value statement development] was the most important single reason we handled the Tylenol thing so well… Everybody in the company knew what we believed in and knew what we expected of each other. All over the world, hundreds of people made decisions on the fly,…and nobody fouled up. Everybody did it the way it needed to be done because they all had it clear in their minds….It turned out to be an extraordinary document in terms of helping us handle the situation… and save the Tylenol brand (Walter, 1995, p. 88).

PROCEDURES

The procedures employed in this study encompassed problem identification, problem background and significance evaluation, literature review, regional survey, departmental focus group, data analysis, discussion, and recommendations.

Definition of Terms

Actual values	Those values that are being upheld or measured up to and encouraged within the organization (Pfeiffer et al., 1989).
Consensus	"Refers to decisions where all members agree the choice they have made is the best one they can make that is acceptable to all; it does not necessarily mean the final choice is each member's first choice" (Brilhart, 1993, p. 220).
Madison Plan	A 48-hour work week schedule consisting of three 8-hour administrative staff days and one 24-hour shift as an emergency responder. The plan was developed in the Madison, Wisconsin, Fire Department (Vorlander, 1992).
Nominal Group Technique	Participants work alone to create individual lists of possible solutions. Members' suggestions are recorded on a chart and clarified before the members selected the most appropriate suggestion (Brilhart, 1993).

Literature Review

The literature review on the subject matter of value statements was conducted predominantly at Arizona State University West in Phoenix, Arizona. It included business journal articles, speeches, studies, survey results, textbooks, and analysis on the subject of value statements. The purpose of the literature review was to educate this researcher concerning the methodologies utilized in developing value statements.

Business journal articles were searched in an electronic-database from 1991 through 1999. The electronic search was limited to 8 years to obtain current information. The key words searched were values, value statements, mission statements, and corporate culture. In an endeavor to discover additional information concerning value statements, the indexes of numerous strategic planning textbooks were also canvassed. Several books, textbooks, and Executive Fire Officer (EFO) papers in this researcher's personal library were also used.

Survey

Evaluative research techniques were utilized to assess the methodologies other organizations applied in the development of their value statements. The literature review served as a basis to create survey questions. The literature stated that there are three relevant questions involving value statement development.

- What organizational member or group developed the value statements?

- Was the language of value statements original, or was the verbiage reworded from another organization?

- How were the value statements communicated and implemented to field personnel?

The survey, after being proofread for accuracy and readability, was distributed to 15 fire departments. Surveys were disbursed to seven metropolitan Phoenix area fire departments: Apache Junction, Chandler, Peoria, Tempe, Mesa, Phoenix, and Rural-Metro. Even though there are 10 additional fire departments in the metropolitan Phoenix area, the majority of which staff only one or two fire stations, they were not surveyed. The logic for this decision was this researcher's experience is that smaller departments rarely have sufficient administrative staff personnel to commit to this type of management practice. The other eight departments surveyed were Arvada, Colorado; Aurora, Colorado; Bakersfield, California; Modesto, California; Pasadena, California; Riverside, California; San Bernardino, California; and Las Vegas, Nevada.

The particular fire departments that were surveyed were utilized in the COG's pay and classification study conducted in 1995. The rationale behind the selection of these departments is that they have similar-sized populations, provide comparable services to their respective communities, and are geographically adjacent to the COG. Fire departments located in the southwest, such as California and Colorado, are considered geographically similar to the COG based on past management practices that job searches conducted for fire chief and assistant fire chief positions frequently include these States. Additionally, executive level management styles in these areas tend to be participative and progressive in nature. This gave the study a cross section of fire departments in the metropolitan Phoenix area, as well as the southwestern portion of the United States.

In order to increase participation, phone calls were placed to each of the departments being surveyed to secure a contact person and to ascertain the department's mailing address. Follow-up phone calls were also made to departments who had not responded within the allotted timeframe. These follow-up phone calls were instrumental in achieving a 100-percent response.

Additionally, examples of value statements from other organizations were included with the survey in an effort to reduce ambiguity and obtain more concise responses (See Appendix B).

Focus Group

In order to comply with the fire chief's directive, a value statement focus group (VSFG) was formed. VSFG members were recruited and selected by this researcher, with input from the union president, based on following criteria. One, each shift was represented; two, each five-year, on-the-job segment of the organization was represented; three, VSFG members possess credible job-related reputations within the organization; and four, members had superior communications skills such as listening, evaluation, and critical thinking. As a result, the VSFG consisted of one administrative staff chief officer, two captains, and one firefighter.

In order to educate the VSFG members concerning the topic of values, a copy of the values audit study (Austerman, 1998) was distributed to members 2 months before value statement development meetings began. Additionally, 1 month prior to the beginning of the developmental meetings, a 10-page draft literature review pertaining to value statements and examples of value statements from other organizations were dispensed to VSFG members.

Brilhart's textbook, *Communication in Groups: Applications and Skills* (1993), was used as a reference to organize and conduct the internal affairs within the VSFG. Brilhart's book provided pertinent information relative to the essential methodologies utilized when directing groups who have been charged with this type of mission.

The intent of the inaugural VSFG meeting was primarily to establish the purpose of the group and the method of conducting its internal business. This necessitated the group making decisions on several key issues. At the first meeting, the selection process details utilized in determining the make-up of the group was explained. In light of the fact that group members knew one other well, the first order of business was to explain that the VSFG's purpose was to develop value statements for each of the values identified in the 1998 values audit (See Appendix A).

Next, in accordance with Brilhart (1993), this researcher established that the group's business would be conducted without regard to organizational rank of its members. To emphasize this issue, members symbolically wore civilian clothes to group meetings. Additionally, it was communicated to the group that each member would have equal input and worth to the group and ultimately to our end product. As a group, we determined that the language of the value statements would be generated from scratch for each of the organizational values, as opposed to re-wording the phraseology of value statements from other organizations.

The group also elected to establish its decision-making methodology as a consensus agreement as opposed to a simple majority vote. The logic was that this methodology would facilitate the adoption and adherence of the value statements organizationally if all committee members could embrace and support what the statements say and what they stand for.

Furthermore, the group determined that the creative methodology to be utilized in the developmental phase of the value statements would be nominal group technique rather than a brainstorming approach (Brilhart, 1993). Members liked the idea of being able to write their own version of each value statement based on their own thoughts and ideas in a private setting

while utilizing the value statement literature review and value statement examples. Also, in accordance with nominal group technique, VSFG members agreed to record their draft value statement on a flipchart in a round robin fashion for the remainder of the group to examine. Members then asked questions to clarify any unclear issues concerning the draft statements.

The group decided to meet on a frequent, regular basis in order not to lose momentum or train of thought. Preliminarily, the group determined to meet every 6 days. The group established that a 2-hour meeting length would be ample as a starting point. Ultimately, it was agreed upon that the process itself would drive the intervals between and the length of meetings. Finally, the group resolved to work on the first three values for the next meeting.

At the next developmental meeting, each member wrote their thoughts, ideas, and a draft value statement on a flipchart for the group members to examine. Collectively, the particular thoughts and ideas were underlined that were believed to express, represent, and embody the GFD relative to a particular value. Once the essential thoughts were underlined, a draft value statement was formulated on a dry erase board and revised until the group came to a consensus agreement on each value statement. The committee utilized *Merriam-Webster's Collegiate Dictionary* (1998) and *Roget's International Thesaurus* (Chapman, 1977) to assist in word-smithing.

After each value statement was completed in a draft form the VSFG tested it against the following literature review material to ensure the group was on the right track (Walter, 1995; Lebow and Simon, 1997; Ledford et al., 1995; Karger, 1991).

- The language must be timeless; into the next century.

- No sports metaphor or catchy management phrases should be included.

- High impact words and action verbs should be used.

- Text should be short enough to be memorable, long enough to be specific.

- Generic statements that could apply to any industry need to be avoided.

- They must be applicable to everyday life

- Are they short enough to be memorable, long enough to be specific?

- Do they say, "this defines us?"

- Will they "grab the soul of each member?"

- Are they words to live by?

- Are they powerful in verbiage, and "clear-cut?"

At the second developmental meeting, the group decided that the meetings should be moved to a 3-day interval. Members indicated this change would assist in maintaining their thought processes. The group also decided to maintain all the flipchart papers with the original essential thoughts underlined for possible future reference. In addition, the group agreed it would post each of the draft value statements on the meeting wall as a reference to visually remind the group of previous thought process and to avoid overlapping statements. The entire process took approximately 1 hour per value statement.

Once a value statement for each of the 13 values was developed, they were entered into a computer and projected onto on a screen to produce a final draft. The VSFG utilized Microsoft Word 98 thesaurus to assist with word-smithing. Members of the VSFG agreed upon the final draft of value statements after three editing meetings. Members electronically conferred with one another as a solution to scheduling conflicts and keeping members current.

One VSFG member suggested grouping related values together in the categories of: people, action, and responsibility. The acronym representing the categories would be a "PAR." This idea would link the value statements to something every GFD firefighter is extremely familiar with because it is the same acronym as our fireground personnel accountability report (PAR). It is also consistent with several examples in the literature (See Appendix B). The idea was adopted, and the statements were grouped into the respective categories. The entire developmental process took 4 weeks.

The final draft was presented to the fire chief for his review.

Analysis of Data

A total of 15 surveys (100 percent) were returned. This number satisfies the required parameters to achieve a 95-percent confidence level factor as outlined in the *Executive Development* course (National Fire Academy, 1996). The data from the surveys was compiled, tabulated, and analyzed to determine if there were trends in the methodologies utilized to create value statements.

Assumptions and Limitations

Assumptions

The focus group component of the study contains three assumptions. One, VSFG members were honest in their efforts to accurately portray the GFD in the creation of the value statements. Two, group members understood both their personal role within the group and the purpose of the group. Three, the embracement of the value statements by group members and the organization will be high because both groups were involved in the identification of the GFD values and the creation of the value statements.

The survey component of the study embodies two assumptions. One, respondents understood how to answer the survey questions. Two, respondents replied truthfully because the survey was anonymous.

Limitations

Three limitations impacted the study. Time was a limiting factor because the project had a 6-month completion timeframe established by the National Fire Academy (NFA). Also, the literature review represented only a sampling of literature written on the subject of values, value statements, and organizational culture because of time limitations set down by the NFA.

The scope of the study was limited because the number of surveys distributed was small, and private sector organizations were not surveyed. However, because the VSFG decided to generate the language of our value statements from scratch, the small survey sample did not negatively impact the study. The purpose of the survey was primarily to provide information for discussion purposes, not to provide guidance or methods effecting the language of our value statements.

The study was also limited by funding. The articles encountered in the literature review indicated it was beyond the scope and funding of this study to hire a professional organization to create the value statements.

RESULTS

The results of this study produced value statements for each of the 13 values that GFD members indicated were being measured up to and encouraged within the organization (See Appendix C).

Answers to Research Questions

Research Question 1 Value statements are essentially a set of principles, or an organization's constitution, which specifies how an organization will conduct its business. They symbolize what an organization stands for, what it believes, and what guides its behavior and decision making (Walter, 1995). Value statements represent a stake in the ground and define an organization's position on various key issues (Strickland and Thompson, 1996).

Furthermore, value statements explain how an organization attends to its internal business affairs, how it achieves its work product, and how it maintains its rapport with its clientele. In short, the way an organization does business is encapsulated in its value statements (Pfeiffer et al., 1989).

Research Question 2 There are three ways in which value statements impact organizations. One, they provide a signpost for decision-making and conduct. The nature of

values defines what the activities and results "should be." Second, organizational culture is articulated in value statements. Defining organizational culture assists employees as they arrive at shared goals and expectations. Third, they motivate and inspire members to a sense of commitment that contributes to improving organizational performance (Ledford et al., 1995) and thereby assist employees in the uncharted areas of decision making (Amuso and Giblin, 1997).

Written value statements can also guide behavior in the workplace (Lebow and Simon, 1997). Amuso and Giblin (1997) reinforce this concept by stating that there is a direct correlation between strong positive cultures and written organizational values. Faced with a choice or dilemma, an effective value statement gives people a way to decide, every day (Stewart, 1996a).

Moreover, principles that outline a required standard of conduct are embodied in value statements (Navran, 1997) and thereby establish a standard by which members can hold one another accountable (Dion, 1996). Value statements state what is expected and serve as a benchmark for judging individual behavior and organizational decision-making (Strickland and Thompson, 1996). Decisions and behavior are evaluated against this standard to determine if they are congruent with organizational and employee standards (Navran) which consequently establish the foundation for self-governance and the capacity for autonomous activity (Berenbeim, 1995).

Research Question 3 Overall, 67 percent of the respondents indicated they had conducted a formal values audit process to identify their respective departmental values and, additionally, had generated organizational value statements from that data (See Appendix D).

The literature revealed that there were three germane developmental methodology questions pertaining to value statements. The first question was, "What organizational member or group developed your Department's value statements?" Survey respondents indicated only two of the four possible alternatives were utilized to develop value statements. Forty-seven percent of departments surveyed utilized a labor management group methodology to develop value statements. The second most common developmental methodology, 20 percent, utilized to create value statements was administrative staff personnel. Two organizations used a combination of both methodologies.

The second question was, "What methodology was utilized to develop the language for your Department's value statements?" The survey data shows there were two methodologies utilized to develop value statement phraseology. The most common methodology employed by 40 percent of organizations surveyed was a combination of starting from scratch and massaging the verbiage from other organizations value statements. However, 27 percent of surveyed departments started from scratch to create the language of their value statements.

The third question was, "What methodology was utilized to disseminate value statement information to field personnel?" Again, respondents indicated only two methods were used in disseminating value statement information to field personnel. Every organization that created value statements utilized written mission, values, or value statement documents to communicate the information to field personnel. The second most common methodology applied was verbal

communication (40 percent) to communicate the information to various organizational employee groups.

DISCUSSION

The values of the GFD (See Appendix A.) are congruent with other fire service organizations throughout the country. However, the results of this study are distinctive to the GFD due to the fact that value statements are intended to be a concise expression delineating the values of a particular organization. This perspective is consistent with the findings of Ledford et al. (1995) who asserts that value statements must be specific to the organization. Organizational members must be able to conclude, "This defines us" (Ledford et al.).

In light of this fact, this study did not compare the language of the GFD's value statements to the value statement language of other fire service organizations. Instead, the study sought to compare value statement developmental methodologies stated in the literature and applied by other fire departments who are similarly sized and located geographically adjacent to the GFD. As a result, the study reveals the methodologies utilized to produce the results of this study are congruent with both the literature written on the subject matter and the methodologies applied by other fire departments located in the southwestern portion of the United States (See Appendix D).

Walter (1995) believes that the management style of an organization will dictate which individual or group develops the value statements. Walter further proclaims that some experts believe an organization should develop a value statement creation process, enabling employees to both identify and prioritize their values. In a like manner, and in compliance with the fire chief's directive, the GFD membership was intricately involved in both the identification of the organization's values and formation of the department's value statements. The data gleaned from the survey instrument indicated that employee involvement in the process is reflective of the management style that is prevalent in the metropolitan Phoenix, Arizona, area. For example, the Apache Junction, Mesa, Phoenix, Tempe, and Rural-Metro Fire Departments employed labor/management focus groups or a task force to develop value statements for their respective organization.

Furthermore, Walter (1995) observes that there is no singular correct methodology to develop the language contained in value statements. One researcher asserts that in order to insure value statements truly reflect the values of an organization, it is prudent policy to start from scratch as opposed to massaging the phraseology of value statements created by other organizations. Similarly, the Glendale Fire Department's VSFG chose to create its value statement language from scratch. The Tempe, Phoenix, Rural-Metro, and Modesto Fire Departments also utilized this technique. On the other hand, 46 percent of the departments surveyed utilized the combination methodology of starting from scratch and massaging the words from other organizations' value statements to create their own value statement language.

In addition, Morrisey (1996) articulates that the number of value statements should ideally represent no more than eight to ten values. Karger (1991) concurs, noting that there

should be a limited number of value statements. However, the Hoechst Celanses Corporation lists 19 value statements (Pfeiffer et al., 1986). Conversely, Harley-Davidson (Rarick and Vitton, 1995) and Mars Corporation (Pfeiffer et al., 1986) developed only five organizational value statements.

The results of this study produced 13 value statements distinctive to the GFD. Members of the VSFG posed the idea of incorporating similar values, such as integrity, loyalty, and trust, into a singular value statement. However, the consensus of the VSFG was that the entire organization indicated each of these values was an actual organizational value and the group should honor that fact and develop a value statement for each of the 13 values. Likewise, the number of value statements developed by the Apache Junction, Mesa, and Tempe Fire Departments consisted of 13 or more value statements.

Value statements should be "clear-cut" (Karger, 1991); simply put, (Bankston, 1997); and powerful in verbiage (Dion, 1996). The length of the GFD's value statements is consistent with the findings of Walter (1995) who asserts that an organization's position on each value should be stated in a sentence or brief phase. Eleven of the GFD's value statements consisted of one sentence while the remainder was composed of two sentences. Similarly, the value statements of all surveyed departments, except the Rural-Metro Corporation, consisted of one sentence. The Rural-Metro Corporation wrote their seven value statements in paragraph form which is consistent with the J&J Credo which consists of five paragraphs (Pfeiffer et al., 1986).

Furthermore, Walter (1995) interjects that the reinforcing system utilized to implement value statements into the organization is of paramount importance. This philosophy is congruent with the philosophy of Jim Burke, former Chief Executive Officer (CEO) J&J in the 1980's, who stated

> What they (value statements) say is far less important than the process through which they are created and the process through which they're implemented. They (value statements) are much more alike than most people would imagine. But there's an enormous difference with the role they play, how valuable they are, whether they set the company back or forward (Walter, 1995, p. 90).

Each of the fire departments surveyed indicated that they communicated value statement that related information to the "troops" through written mission, values, and or value statements. In addition to these various written management statements, Apache Junction, Arvada, Aurora, Chandler, Riverside, San Bernardino Fire Departments verbally communicated value statement information to employee groups. Additionally, the Arvada, Colorado, Fire Department fire chief sent the value statements to the personal residence of each fire department member.

Author's Interpretation

There are two pertinent issues related to the successful generation of organizational value statements. First, is the assurance that the creation of value statements is built on fundamentally correct values. In the publication *In Search of Excellence*, (1982) Peters and Waterman

speculated on the feasibility of being an excellent organization without crystal-clear values and the essential correct types of values.

It was paramount to this researcher that the GFD's organizational value statements were founded on fundamentally sound values that would anchor the organization as it transverses into the next century. This concern was answered primarily in the writings of Stephen Covey, and in particular *Principle Centered Leadership* (1992). "Principles are deep, fundamental truths that have universal application" (Covey, 1989, p. 35). Whether people are cognizant of the consequences of principles in their daily activities or not, principles are never the less continually in operation. Similarly to the effect of gravity in the physical universe, principles influence personnel effectiveness in the human realm. For example, to build trust into a relationship, participants must be truthful with one another (Covey, 1992). Covey also concludes, "the closer our values are to natural laws or principle the more effective we are and vise versa" (Covey and Gulledge, 1992, p. 2).

Furthermore, Covey (1997) states that value statements must be based on three principles or external laws: universal, timeless, and self-evident. In addition, Covey writes that leaders of the future will create cultures or value systems built on the principles of, "Fairness, service, equity, justice, integrity, honesty, and trust" (Beckhard et al., 1996, p. 151).

The result of the research into Covey's writings concerning leadership led to the inclusion of the value dimensions of trust, integrity, and [customer] service on the original values-audit survey. This was done to insure the organization's foundation was built on solid bedrock.

Secondly, and perhaps the cardinal element which will facilitate the GFD's value statements having a meaningful impact on the organization was the involvement of the entire organization in both the identification of organizational values and the generation of departmental value statements.

It became apparent to this researcher that an individual could have selected quality organizational values and wrote superb value statements. However, the acceptance and institutionalizing of those value statements into the organization would have been an insurmountable task. This conclusion is consistent with the findings of Lebow and Simon (1997), which reveal values (statements) that are incongruous from the members of the organization will not bring a change in behavior by framing them in glass and hanging them in the organization's lobbies, corridors, and offices.

Furthermore, this author agrees with Koteen's (1997) assessment that value statements are usually the chief executive officer's (CEO) expressed values, aspirations, and convictions and usually reflective in the business nature of the industry. However, having stated that, allowing members of an organization to participate in identifying organizational values and the creation of value statements substantially increases the acceptance factor and provides members with a sense of ownership. For example, "this is ours," as opposed to, "that is the chief's stuff." Welch (1997) affirms this practice by stating that employees are more likely to have a sense of ownership of a values program when they are allowed to participate in the development and implementation of the program.

Traditionally, fire service organizations have almost exclusively practiced a top-down form of management. While this works effectively on the fireground, it is an ineffective form of management for the majority of issues that confront fire service leaders today. Members are organizational stakeholders and frequently have the same level of personal, professional, and emotional commitments to the success of the organization as its leaders. Involving members increases buy-in, acceptance, and if skillfully orchestrated, the quality of the final product.

Moreover, leaders who allow members to participate in the process maximize the potential of the organization. Usually there are a limited number of formal positions of leadership within an organization. However, leaders who create an "entrepreneurial spirit" by allowing members to participate in the decision making process create an environment where members can learn and develop leadership skills for future application. In years to come, this will become a requisite skill for fire service leaders. This perspective is in accord with those of Blanchard and Hersey (1993) who admonish that members' commitment to organizational goals and objectives are increased if members are able to participate in the process. Additionally, "Leaders must be able to gain consensus on a common cause and a common set of principles. They must be able to build a community of shared values" (Beckhard et al., 1996, p. 105).

Conversely, when members are not allowed to participate in the process, will in time, give up and devote their heart to outside interests that will eventually get best efforts. The net effect will be the organization will be left with only with their physical bodies. Covey (1989, p. 58) wrote, "You can buy a person's hand, but you can't buy his heart. His heart is where his enthusiasm, his loyalty is...You can't buy his brain. That's where his creativity is, his ingenuity, his resourcefulness."

The organizational implications as a result of this study are:

1. Value statements will furnish the leadership of the GFD a stabilizing rudder as the department endures a 56-percent organizational personnel metamorphosis by the year 2010.

2. Value statements will formalize our organizational culture by providing standardized written parameters for organizational members to measure behavior and decision making with.

3. Value statements will provide a filtering device to members of the organization who are responsible for promotional selection processes to assist in assessing critical behaviors and attributes of candidates who aspire to supervisory and administrative positions.

RECOMMENDATIONS

The following recommendations should be adopted by the Glendale Fire Department:

1.   A final draft of the value statements shall be submitted to the administrative staff and the union executive team for discussion and official acceptance at the departmental retreat in January 2000. This adoption will formalize the process and lend credibility and authority to the value statements.

2.   The implementation of the GFD's value statements will be the responsibility of the Personnel and Safety Division. The assignment of this project to this Division will assist in linking the value statements to the personnel programs that supervises the behavior of organizational members (Ledford et al., 1995). This recommendation will entail additional research to ascertain the most effective methodologies for value statement implementation into the organization.

3.   Value statements will be incorporated in promotional examinations as a filtering device to evaluate candidates for supervisory level positions. This is consistent with the findings of Kotter (1996) who stated that decisions on promotional process must be compatible with the ascribed values of the organization.

4.   Value statements will be placed into an attractive brochure and sent to the home addresses of each member of the department via the United States Postal Service. The rationale is to emphasize the importance of the formal creation of value statements as the standard for organizational behavior and eliminate the possibility of the members not receiving the information concerning value statements. This recommendation is congruent with the writing of Murphy (1995) that value statements should be widely known in the organization.

5.   Value statements will be utilized to provide clarity on behavioral dimensions that employees are evaluated on annually as part of the GFD's performance appraisal program. Osborne (1991) remarks that the most potent managerial tool for influencing individual behavior is linking organizational value statements to performance or review appraisals. This is also congruous with Beckhard et al.'s (1996) recommendation that it is imperative that the reward system is consistent with organizational values and principles to promote desirable behaviors and punish undesirable behaviors.

6.   Value statements will be employed as a firefighter recruitment tool. Value statements can be an effective tool to assist oral board members in their decision-making process by providing a basis for developing character and value-revealing oral board questions. This recommendation is consistent with the findings of Strickland and Thompson (1996) who wrote that value statements could be institutionalized by utilizing them to recruit new members.

7. Value statements will be incorporated in company and chief officer leadership classes. The members of the GFD who aspire to positions of increased authority and responsiblity must embody the values of the organization.

8. Value statements will be included in pubic information documents.

9. Adopt a process that insures that the members of the GFD review and refine the original value statements every 5 years. This recommendation is in line with Stewart (1996b) who stated that over time organizational values [statements] become distorted by human self-interest, and they need to be updated on a regular basis.

Future Readers

After nearly 2 years of reading and conducting research on the topic of values and value statements, it is this researcher's conclusion that the development of value statements is truly a leadership tool. Value statements should be generated and utilized by the chief fire officer to give the organization the necessary direction it needs.

However, having said that, the most consequential element in the development of organizational value statements is the incorporation of the entire organization in the process. Likewise, it is paramount that chief fire officers who are contemplating embarking on in this type of organizational inclusion possess the following essential skills that were critical to the success of this research project. The important lessons learned in this study were the development of the leadership skills that allowed the process to flow when appropriate, the insight to provide guidance when necessary, and the ability to interject leadership on key value statements such as accountability, customer service, and trust.

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Appendix A

The results of the values audit conducted in 1998 indicate the actual values of the GFD are:

Customer service

Safety

Professional image

Performance

Work environment

Integrity

Commitment to quality

Loyalty

Trust

Work ethic

Team players

Efficiency

Accountability

Appendix B
Examples of Value Statements

5 PRINCIPLES OF MARS CANDY

Quality

The consumer is our boss, quality is our work, and value for money is our goal.

Responsibility

As individuals, we demand total responsibility for ourselves; as associates we support the responsibilities of others.

Mutuality

A mutual benefit is a shared benefit; a shared benefit will endure.

Efficiency

We use resources to the fullest, waste nothing, and do only what we can do best.

Freedom

We need freedom to shape our future; we need profit to remain free.

Miscellaneous Examples

- Safety comes first, production will follow
- Quality is Job One!
- Fun and productivity go hand in hand
- Our people are our greatest asset
- We will be world-class in customer satisfaction

Appendix C
Glendale Fire Department
Value Statements

PEOPLE

Customer Service

Care and compassion for our customers defines who we are. We exceed our customers' expectations, including those unforeseen, by putting their needs before our own.

Work Environment

We recognize the dignity of each individual in our supportive family, where teamwork and camaraderie are prevalent.

Team Player

We are committed to putting the "group" before our personal interests through active preparation and participation.

Professional Image

Our professionalism is exhibited in our attitudes, demeanors, abilities, and appearances.

ACTION

Safety

We are aware that our industry is inherently dangerous. Therefore, in order to fulfill our duty to the public and our obligations to one another, we are committed to perform safely.

Performance

We are dedicated to the consummate execution of our duty irrespective of circumstances.

Work Ethic

We possess an inherent drive to fulfill our duty, which maintains our state of readiness.

Efficiency

We excel in our efforts to achieve results without waste.

RESPONSIBILITY

Integrity

We guard the public trust through adherence to our standard of honesty, keeping our word, and doing what is right.

Loyalty

Through faithful allegiance to our duty, one another, and ourselves we celebrate triumph and endure tragedy.

Commitment to Quality

We provide superior quality service through continual improvement of our knowledge, skills, abilities and the ongoing development of our resources.

Trust

Our complete faith in each member enables us to be vigilant in safe-guarding our integrity and professional competency.

Accountability

We willingly accept absolute, complete, and total responsibility for our actions and welcome the challenge to grow.

Appendix D
Summary of Responses

N = 15

		Yes	No
1.	Has your organization conducted a formal values audit to identify your Department's values?	10	5
2.	Has your organization developed value statements to concisely articulate your Department's values?	10	5
3.	If yes, what organizational member or group developed your Department's value statements?	0	

Fire Chief exclusively	0
Administrative staff	3
Labor/management focus group	7
Field personnel exclusively	0
Other	0

4. What methodology was utilized to develop the language for your Department's value statements?

Started from scratch	4
Massaged the verbiage of other organization's value statements	0
Combination of starting from scratch and massaging the phraseology from other organizations value statements	6
Other	0

5. What methodology was utilized to disseminate value statement information to field personnel?

Written mission, values, or value statement documents	10
Focus group members communicated information to their respective shift	0
Communicated verbally to various organizational employee groups	6
Information has not been communicated	0
Other	0

Appendix E

September 7, 1999

Dear Chief:

My name is Carl Ray Austerman and I am a battalion chief with the Glendale Fire Department in Glendale, Arizona. Currently, I'm completing a research project in conjunction with an Executive Leadership course through the National Fire Academy. The subject matter I'm researching is organizational values. The purpose of this letter, survey, and attached value statement examples is to gather additional information concerning the methodologies other departments may have utilized in developing organizational value statements.

The results of this research project will not be sold or used for commercial profit. However, the completed project will be bound and placed in the National Fire Academy's Learning Resource Center. This allows fire officers around the country access to read or utilize the project as a reference for other research. Your responses will remain anonymous.

I respectfully request your assistance with this project by completing and returning the attached survey to me in the enclosed, self-addressed stamped, envelope by September 20, 1999.

Thank you for your time and effort in helping me with this research project. Also, please include a copy of your Department's value statements if possible.

Sincerely,

Carl Ray Austerman
Battalion Chief, Personnel and Safety Division
Glendale Fire Department
6835 North 57th Drive
Glendale, Arizona
85301
(623) 930-3459 Mountain Standard Time

Appendix F
Executive Leadership Course Survey

1. Has your organization conducted a formal values audit to identify your Department's values?

    Yes _____   No _____

2. Has your organization developed value statements to concisely articulate your Department's values?

    Yes _____   No _____

    If you answered "No" to question 1 **OR** 2, it is not necessary to complete the remainder of the survey. However, please return the incomplete survey via the self-addressed envelope. Thank you!

3. If yes, what organizational member or group developed your Department's value statements?

    Fire Chief exclusively   _____
    Administrative staff   _____
    A labor/management focus group   _____
    Field personnel exclusively   _____
    Other   _____
    If other, please explain _____

4. What methodology was utilized to develop the language for your Department's value statements?

    Started from scratch   _____
    Massaged the language of other organization's value statements   _____
    Combination of starting from scratch and massaging the phraseology
    from other organizations value statements   _____
    Other   _____
    If other, please explain _____

5. What methodology was utilized to disseminate value statement information to field personnel?

    Written mission, values, or value statement documents   _____
    Focus group members communicated information to their respective shift   _____
    Communicated orally to various organizational employee groups   _____
    Information has not been communicated   _____
    Other   _____
    If other, please explain _____

Please include a copy of your Department's value statements. Also, indicate if you would like a copy of the study's results.

Yes _____   No _____

Appendix G
Biography

Carl Ray Austerman is a 22-year veteran of the Glendale Fire Department, Glendale, Arizona. He serves as the battalion chief responsible for the Personnel and Safety Division and is also the department's Safety Officer. He is a State Certified EMT-Basic, Hazardous Materials and Technical Rescue Technician who served as firefighter, paramedic, company officer, recruit training officer, and shift commander. In addition, he is a member of the automatic aid consortium's Regional Operations Consistency Safety Committee and a Maricopa County Community College District certified instructor who taught a variety of Fire Science courses over the past 13 years. He earned an Associate Arts degree in General Studies from Glendale Community College in 1978, and a Bachelor of Arts degree in Human Resources from Ottawa University in 1997.